

COLONEL (P) JAMES E. CHAMBERS



Colonel James E. Chambers hails from Marietta, Oklahoma. He graduated in 1975 from Southeastern Oklahoma State University with a Bachelor of Arts degree in Education. He taught school in Oklahoma from 1975 until he entered the U.S. Army in July 1978. He received an OCS Commission as an Air Defense Artillery Officer in 1979 at Fort Benning, Georgia.

After attending the ADA Officers' Basic Course at Fort Bliss, Texas, he was assigned as a Redeye Section Leader and Support Platoon Leader in HHC, 4/9 Squadron, 6th Air Cavalry Brigade at Fort Hood, Texas. In 1981, he branch transferred to the Transportation Corps and attended the Transportation Officers' Advanced Course at Fort Eustis, VA. He was then assigned to Panama as the S4, 193d Separate Infantry Brigade, and subsequently commanded the 475th Light Medium Truck Company. He finished his tour as Support Operations Officer, 324th Support Group. In 1986, Colonel Chambers attended the Logistics Executive Development Course at Fort Lee, VA, and earned a Master's Degree in Logistics Management. He was then assigned (1987-1989) as a Combat Development Officer, U.S. Army Space Institute, Fort Leavenworth, Kansas. After completing the Command and General Staff College in 1990, he was assigned to the 3d Infantry Division as the Division Transportation Officer (DTO). He deployed with the VII Corps as a G3 Plans Office during Desert Storm and redeployed in June 1991. From 1991 to 1993, he was assigned as the Battalion S-3 and Executive Officer of the 703rd Main Support Battalion, 3rd Infantry Division in Kitzingen, Germany.

Colonel Chambers performed joint duty with the U.S. Transportation Command, Scott Air Force Base Illinois, and in 1995 took command of the 27th Main Support Battalion, First Cavalry Division, Fort Hood, Texas. Upon completion of battalion command in 1997, he assumed duty as the Deputy Group Commander, 7th Transportation Group, Fort Eustis, Virginia. After completing the Army War College in Carlisle, Pennsylvania in 1999, he assumed the position of USAREUR DCSLOG Maintenance Division Chief. He then commanded the 7th Corps Support Group, III COSCOM from 2000-2002, and currently is the XO to the Army G4. He will assume command of the 13th COSCOM, Fort Hood, Texas on 18 July, 2003.

His decorations include the, Bronze Star Medal, Legion of Merit, Defense Meritorious Service Medal, the Meritorious Service Medal, and the Army Commendation Medal.

He has been married 29 years to Elaine and they have two sons, Chris, 26 and Kyle, 23.



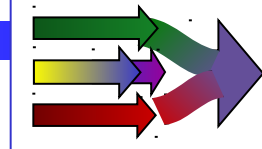
NDIA SYMPOSIUM

Emerging Lessons From Operation Iraqi Freedom

24 June 2003



**COL (P) James Chambers
Army G-4**



“I’m certain that when the history of this campaign is written that people will look at this move that the land forces have made in this amount of time as being *not only a great military accomplishment, but an incredible logistics accomplishment.*”

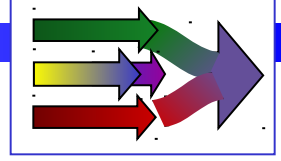


Richard Lewis, Associated Press

**LTG John Abizaid
Deputy Commander (Forward)
Combined Forces Command, CENTCOM**

31 March 2003

Sustaining The Transforming Army



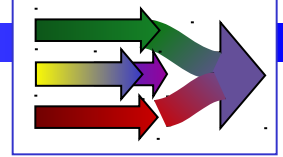
A HERCULEAN EFFORT

LOGISTICIANS IN OIF....

- ✓ **Delivered enough MREs to feed the entire town of Spokane, Washington for over a year**
- ✓ **Moved 9,000+ Major End Items to SWA; a convoy that would stretch from Detroit to St. Louis**
- ✓ **Provided 15 Million Gallons of Fuel Daily; About Same Consumption as Entire State of Florida in One Day**
- ✓ **Provided an average of 2.1M gallons of drinking water each day to 307K troops; enough to fill 139 backyard swimming pools**
- ✓ ***No Operational Limits Imposed By Logistics***

items)

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EMERGING LESSONS FROM OIF

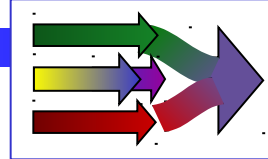
❖ Evaluating Systems / Doctrine

- ✓ **Logistics Common Operating Picture**
- ✓ **Contractors on the Battlefield**
- ✓ **Sustainment**

❖ Re-Thinking Assumptions

- ✓ **Force Protection for CSS units**
- ✓ **Utilization of RC**
- ✓ **How We Deploy**

❖ What Applies to Future Conflicts?



EVALUATING SYSTEMS

LOGISTICS COMMON OPERATING PICTURE

Objective: Maintaining visibility of the location of critical supplies and equipment

❖ **In-Transit Visibility**

- ✓ CFLCC policy: radio frequency tags applied to all supplies and equipment
- ✓ APODs / SPODs / SSAs instrumented with interrogators that read RFID technology

❖ **End to End distribution:** tailored, configured loads - “factory to foxhole”

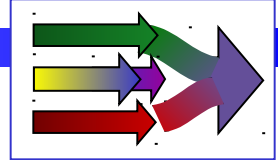
Movement Tracking System



❖ **Blue Force Tracking**

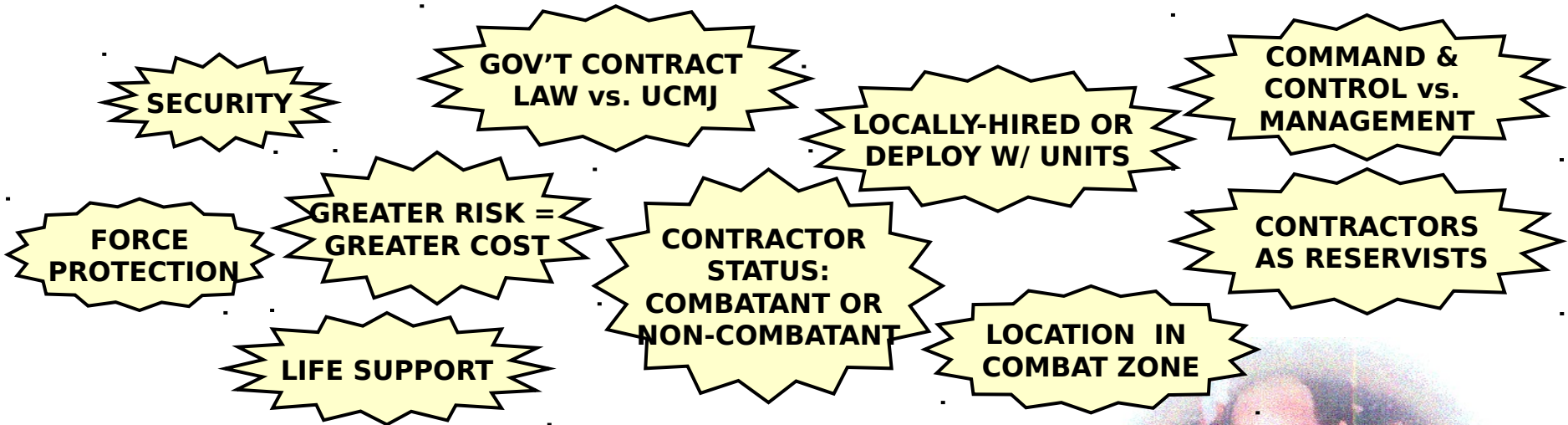


Radio Frequency Tag



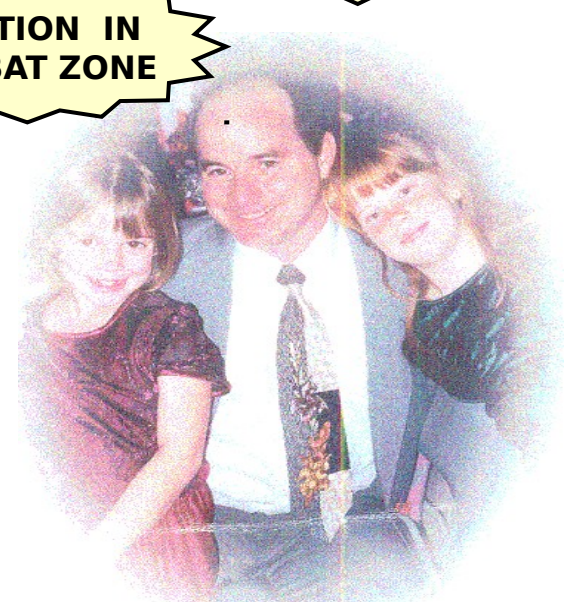
EVALUATING DOCTRINE

CONTRACTORS ON THE BATTLEFIELD



✓ Policies regarding contractors on the battlefield (weapons systems contractors vs. contingency contractors vs. sustainment contractors)

✓ Accounting and tracking of all contractors



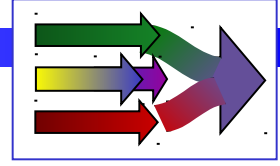
Michael Rene Pouliot

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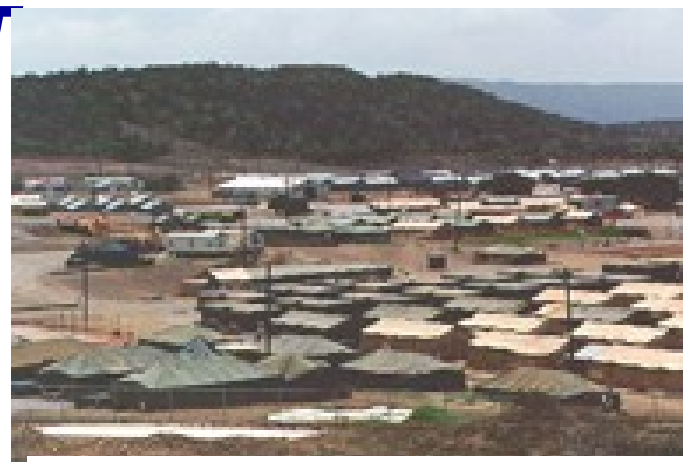
EVALUATING DOCTRINE

SUSTAINMENT



❖ **Force Provider**

- ✓ Mass deployment of Force Provider equipment in OEF and OIF
- ✓ May require a change in doctrine and force structure

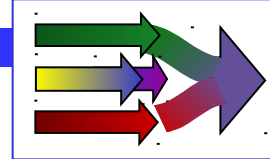


Largest Deployment of Force Provider in Army History

❖ **Bottled Water**

- ✓ Dependency on bottled water: (30% distribution requirement even though water was available)
- ✓ Effect on Ground Transportation: (constrained trans assets affected the distribution and integrity of palletized



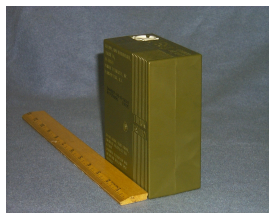


EVALUATING DOCTRINE

SUSTAINMENT



**Joint Service Lightweight
Integrated Suit Technolog
(JSLIST)**



BA 5590 - Batteries



Spares



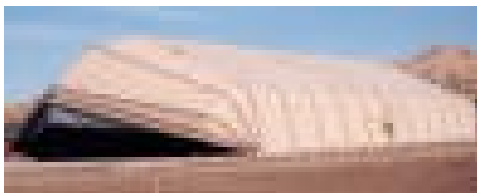
Ammunition



**Individual Body
Armor (IBA)**



**Desert
Camouflage
Uniform - DCU's**

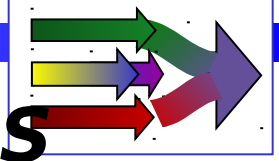


**Large Area Maintenance
Shelter (LAMS)**

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MAJ General Thomas J. DALOGZAK

DAI



RE-THINKING ASSUMPTIONS

FORCE PROTECTION AND SITUATIONAL AWARENESS

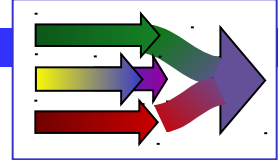
❖ Weapons

- ✓ Authorizations for Crew Served Weapons
- ✓ Familiarization and Qualification Ammo Allocation

❖ Equipment (NVGs, PLGRs)

❖ Training (MOS and Tactical)

What are the consequences of unsecured LOCs?



RE-THINKING ASSUMPTIONS RELIANCE ON THE RESERVE COMPONENT

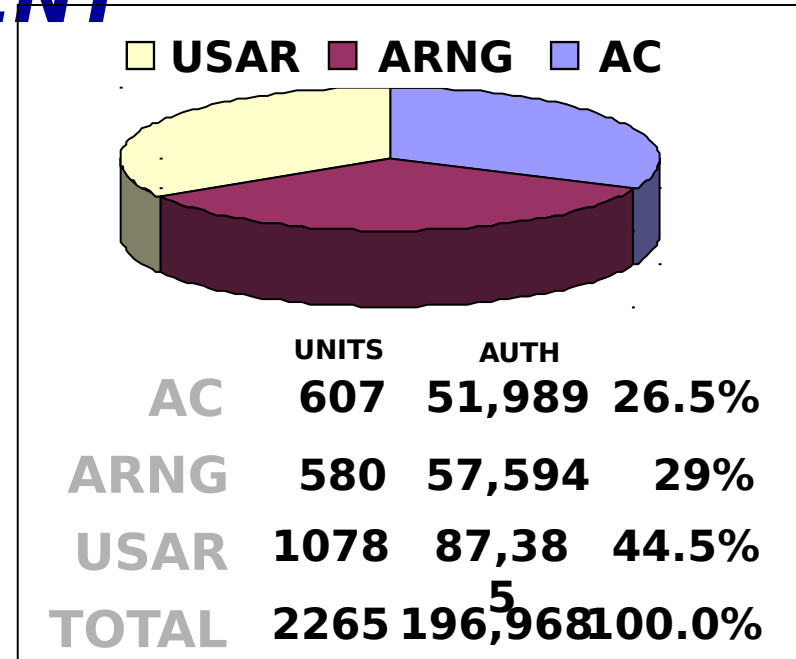
CHALLENGE Over 70%
of all EAD CSS is in
Reserve Component

DISCUSSION

✓ RC (particularly theater-level logistics) must be mobilized early

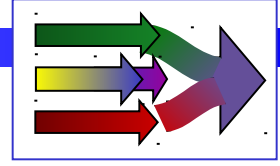
✓ RC OPTEMPO (what can be sustained? - emerging policy is one 270-day deployment / 60 months)

✓ SecDef directed "Reserve Component Comprehensive Review" intended to reduce reliance on RC early in operations (first Major Combat Operation (MCO) totally active component??)



* Source: SAMAS
AUG 02 Master Force File

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RE-THINKING DEPLOYMENT PROCESS

CHALLENGE *Incremental approval of deployment orders and port accessibility issues resulted in changes to TPFDD flow*



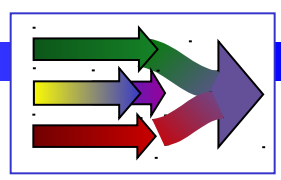
*TPFDD - Time Phased Force Deployment Document

DISAGGREGATION OF TPFDD

- ✓ Movement of personnel through mobilization sites
- ✓ Challenge in processing soldiers / DA civilians / contractors at CONUS Replacement Center (CRC) and preparing for onward movement
- ✓ Maintenance of unit integrity (combat loading)
- ✓ Enabling units arriving after combat units
- ✓ Challenge in matching

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MATCHING FORCE / DA CIVILIAN / CONTRACTORS AT CONUS



RE-THINKING ACCESSIBILITY ASSUMPTIONS

CHALLENGES *Northern ports lacked depth, which required smaller, slower, shallower draft ships AND “Anti-access” always implied “hostile”, must also consider diplomatic and bureaucratic anti-access*

DISCUSSION

✓ 12 LMSRs to move 101st AA Division with enablers vs. 32 “Cape class” ships to move 4ID and its enablers

✓ Change in ports required change in plan and review of priorities (what equipment, supplies were needed most)

✓ Requirement for customs / convoy clearances and overflight permission

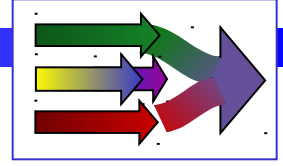
ISB / TSV

ITV



Theater Support Vessel

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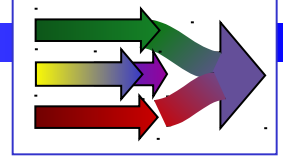
RE-THINKING ASSUMPTIONS

ARMY PREPOSITIONED STOCKS

- ✓ Are the composition and location of APS stocks optimal?
- ✓ Does equipment require “deprocessing” or is it “ready to fight”?
- ✓ Are units and time available for “deprocessing”?
- ✓ What is reconstitution policy?



**APS-3
Was The First To
Fight Equipment...
Should It Be
The Best?**



UNKNOWNNS

❖ **Resetting the Force**

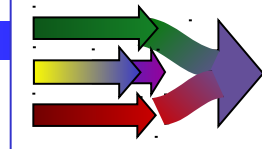
- ✓ **Reconstitution** (could take up to 12 months; unit dependent)
- ✓ **Relocation**
- ✓ **Modernization**
- ✓ **Composition**
- ✓ **Sourcing**

❖ **Future Composition and Location of APS**

❖ **Industrial Base** (i.e visibility of sub-contracts, surge capacity)

❖ **Level of Risk in Spares and Munitions**

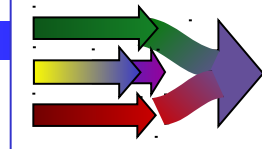
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MAJ General James W. McHugh / DAIG17A-620

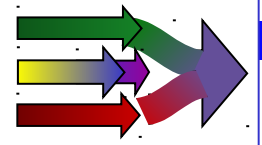
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MAJ General James E. ... / DAIG17A-620

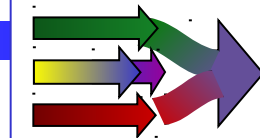
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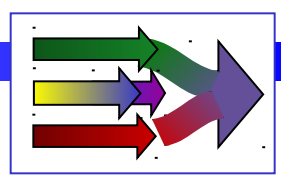
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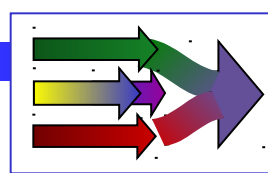
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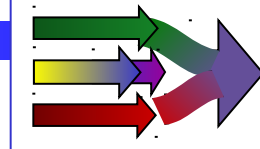
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MAJ General Forrest / DAJCSA 620

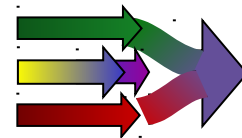
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MAJ Charles E. ... / DAIGTA 620

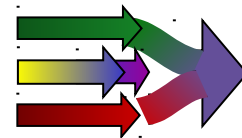
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MAJ General James E. ... / DAJ OCTA 620

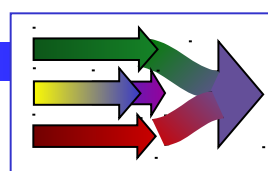
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MAJ General Francis J. DAI 027A 620

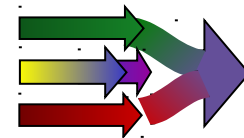
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MAJ General James E. ... / DAJ OCTA 620

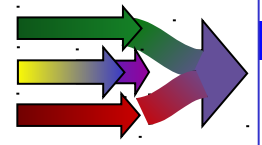
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MAJ General James W. McQuinn / DAJCSA 620

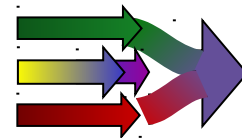
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MAJ General Frances / DAIGSTA 620

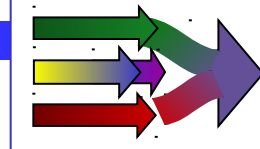
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MAJ Charles E. ... / DAIGSMA 620

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MAJ General Frances / DAIG-4A 620

DAIG-4A

FINAL THOUGHT

While there are lessons to be learned from OIF, we shouldn't draw too many conclusions

Can we expect every future conflict to last less than 40 days?

The background is a collage of military-related images. A large American flag is draped across the middle. In the top right, there's a scene of a ship's deck with equipment. In the bottom left, a large naval ship is visible. In the bottom right, a military aircraft is shown in flight. A soldier in a camouflage uniform and cap is featured in the lower right, looking off to the side.

THE ARMY - AT WAR AND TRANSFORMIN G